

State of California
The Resources Agency
Department of Parks and Recreation

The Seventh Generation

The Strategic Vision of California State Parks
July 1999

"In our every deliberation, we must consider the impact of our decisions on the next seven generations."

-Great Law of the Iroquois Confederacy -



Gray Davis, Governor

**Mary D. Nichols, Secretary
The Resources Agency**

**Rusty Areias, Director
California Department of Parks and Recreation**

Director's Foreword

The California Department of Parks and Recreation (California State Parks) is about the future: The future of its tremendous biological diversity, the future of its cultural resources, and most importantly, the future of the diverse people who live in and visit California.

The Department exists to protect the people's inviolable right to experience and appreciate outstanding examples of those resources that make California the Golden State. The most significant aspect of our mission is to ensure that future generations are able to enjoy sunsets from the same Hearst Castle

terrace; feel the same excitement of spying a bighorn sheep at Anza Borrego Desert, experience the same thrill of catching a steelhead from the Eel River at Richardson Grove, and treasure the same bonding experience of family camping at Calaveras Big Trees.

This system of parks is being held in trust for those generations that come after us. This document, *The Seventh Generation*, defines the vision for California State Parks. It outlines the Department's heritage, values, mission, and goals. It is a road map to the future, to the seventh generation and beyond.



San Simeon State Beach

Introduction

The Seventh Generation

A Strategic Vision to Chart the Destiny of California State Parks

The Seventh Generation has three components:

- ▶ The “**Heritage**” describes where California State Parks has been;
- ▶ The “**Statute**” describes our legal charge;
- ▶ The “**Mission, Vision, Core Programs and Outcomes: *The Pathway to the Seventh Generation***” states the nature of our business, where we wish to go, and our shared beliefs.



McArthur-Burney Falls Memorial State Park

I

HERITAGE



Benicia Capitol State Historic Park

Destiny dictates that change is inevitable. Vision attempts to predict and manage that change. California State Parks accepts that destiny, plans for it, and, as much as is humanly possible, chooses to control its direction.

The decisions we make today will affect the future of the California State Parks well into the next millennium. The future will always be bright if we approach it with clarity of purpose, wisdom, sound decisions, and determination. As a department, we are attempting to influence and direct the destiny -- the future -- of California State Parks. That future will be the legacy of Californians yet unborn -- The Seventh Generation.

In the face of dramatic budget reductions in the early 1990s, we chose to take a realistic look at our organization and make changes, painful as those changes were. Faced with having to reduce public services, we chose instead to empower our employees so they are able to make needed changes to better serve park visitors. And, in the face of continued assaults on our parks and on our park philosophy by proposals that

are less than environmentally sound, we continue to hold fast to our beliefs, knowing the validity of our purpose.

The decision to meet destiny head-on set in motion a chain of actions that continues to define the future of California State Parks. The Phoenix Committee (1993) was the first link in that chain. Symbolically named to signify the rise from its own ashes, Phoenix made sweeping recommendations that were fully implemented. An equally strong link was forged with the strategic recommendations developed by the Blue Ribbon Committee (1992), consisting of some of the Department's most important stakeholders. The concepts of employee empowerment, total quality service, and performance measurement were introduced and have become new links in the growing chain.

The process of adding links to the chain continues. This framework for our destiny encompasses the basic goals of the Department. We seek to increase public service, acquire more parklands, establish an advocacy program, create a financially stable base upon which we can grow, and build public awareness of the many benefits of state parks. We plan to accomplish these goals through a more efficient structure, including a better-managed and more technologically advanced organization.

Indeed, the future of California State Parks is bright. Together we share the ability and the responsibility to carry on a proud century-old heritage of stewardship— *Our Pathway to the Seventh Generation.*

A State Park System Is Born



Jedediah Smith Redwoods State Park

In the decades before California had an organized environmental movement, few foresaw the day when the state's northern coastal ranges would no longer be blanketed with redwood forests. With alarming speed, entire mountain-sides of ancient forests were felled. New cities bustling with business and industry and fueled by the riches of California's abundant deposits of gold and silver were erupting on the landscape. It appeared to many that the bounty of this rich land was without end.

But some Californians saw things differently. In the 1880s, Ralph Sidney Smith, editor and manager of the *Redwood City Times and Gazette*, began to enlighten his readers about the need to preserve part of California's unique redwood forests. Smith's life was cut short with his untimely murder, but he had planted the seed that would ultimately reach fruition as California's first redwood state park. His crusade was picked up and carried on by other prominent Californians such as photographer Andrew P. Hill, by members of the new, yet influential Sempervirens Club, and by the dozens of writers who

promoted the idea of preserving the best of California forever.

Heated political battles finally brought compromise and passage of a bill authorizing state funds for the purchase of redwood property in Santa Cruz County. Governor Henry T. Gage signed the bill on March 16, 1901. The following year, the newly appointed California Redwood Park Commission approved acquisition of the first 2,500 acres in Big Basin at a cost of \$100 per acre.

The actions of turn-of-the-century citizens and lawmakers to preserve islands of California's most valuable lands for future generations put the Golden State in the forefront of the preservation movement. Unlike national parks, state parks such as Big Basin and Humboldt Redwoods did not have to prove economically useless to any mining, timber, or grazing interests before being granted park status. However, unlike newly established western national parks, which were already on federally owned land, most California parkland purchases were from private owners.

Much of the early interest in preserving California's history grew from a worldwide fascination with the Gold Rush. In 1890, California created its first official historical landmark -- a statue of James Marshall overlooking his 1848 gold discovery site near Coloma. Three years later, Sutter's Fort was dedicated as a state historic monument and was opened to the public.

The Native Sons of the Golden West and the Native Daughters of the Golden West, working with other preservation-minded organizations, were instrumental in raising money and securing the cooperation of the Legislature to identify and create state historic monuments.

Their successes included the Monterey Custom House, the Pioneer Monument (Donner Memorial), San Pasqual Battlefield, the Bear Flag Monument in historic Sonoma Plaza, and General Vallejo's Petaluma Adobe. Some of these efforts to preserve California's history took years to reach fruition and cost many thousands of dollars.

Control of the state's historic monuments remained with independent boards and commissions until 1921. Today, the State Historical Resources Commission conforms to standards established under the 1966 National Historic Preservation Act as well as the Public Resources Code. Responsibility for state and federal historic preservation programs now rests with the Office of Historic Preservation. Before 1927, no comprehensive plan existed for preserving California's recreational, natural, and cultural treasures. However, with leadership from the Save-the-Redwoods League, a broad coalition of groups and individuals threw their collective powers into a new campaign for a state park bill. The new bill swiftly gained the unanimous approval of the Legislature and was signed into law by Governor C. C. Young, to take effect in 1927.

The following year, a newly established State Park Commission began gathering support for the first state park bond issue. Their efforts were rewarded in 1928 when Californians voted nearly three to one in favor of a \$6 million park bond act. In addition, Frederick Law Olmstead completed a statewide survey of potential parklands that defined basic long-range goals and provided guidance for the acquisition and development of state parks. With Newton Drury serving as acquisition officer, the new system of state parks began to grow rapidly.

In January 1929, when California had only a dozen state parks and five historic monuments valued at \$1 million, John D. Rockefeller donated \$1 million for acquisition of old growth redwoods in what would become Humboldt Redwoods State Park. He then offered another \$1 million to be matched by other private donors. During the next two years, lands for many of the most beautiful and famous state parks were acquired through a combination of private donations or purchased with money from the 1928 bond issue. These included D. L. Bliss, Mount San Jacinto, Calaveras Big Trees, Mount Diablo, Del Norte Coast Redwoods, Mount Tamalpais, Point Lobos, and Cuyamaca Rancho State Parks. Coastal areas included San Clemente, Doheny, Seacliff, Sunset, Carpinteria and Silver Strand State Beaches.



Moonlight State Beach

The first 50 years of state park history were marked by enormous growth in parklands and facilities. Even during the recession of the 1930s, parklands were acquired. The Civilian Conservation Corps (CCC) and Works Progress Administration (WPA) provided work for architects, manual laborers, and historians in developing many state parks.

After World War II, there was a tremendous increase in demand for

recreational facilities. During the next decade, 24 new beaches and parks costing \$10 million were acquired. In 1951, Newton Drury became Director of the California Division of Beaches and Parks. During his tenure, much of the State Park System's share of offshore oil royalties, which had been suspended in 1947, began to flow once again. When Drury retired in 1959, at age 70, the California State Park System was composed of 150 beaches, parks, and historic monuments, covering 615,000 acres.

During the 1960s, there emerged an intense public interest in preserving California's wild lands from encroaching development. By a 1.5 million-vote plurality, Californians approved a \$150 million bond act in 1964, allowing acquisition of new state parklands including Point Mugu and Sugar Pine Point State Parks. The 1960s were also a time of change in the structure and hierarchy of the State Park System. In 1961, under Director Charles DeTurk, the old Division of Beaches and Parks merged with the Division of Recreation and the Division of Small Craft Harbors.

William Penn Mott, Jr. became director in 1967, and vowed a new era of growth even though faced with gubernatorial budget cuts and hiring freezes. Mott successfully transformed the Division of Beaches and Parks into the Department of Parks and Recreation. With the formation of the Department, came a shift to management of more active recreation facilities. The development of the Central Valley Project created reservoirs providing recreational opportunities to be managed by the new Department. During this same period, the separate Park Commission and Recreation Commission were merged into a nine-member State Park and

Recreation Commission. The functions of the Department were centralized, with district staff positions moved to headquarters. Individual parks were grouped under area managers who, in turn, reported to district superintendents.

A mandate to acquire and operate state recreation areas and facilities was provided in 1974 when the people of California approved Proposition 1, a \$250 million state park bond issue. By the end of the decade, the California State Park System had 500 miles of lake shoreline, 87 miles of river frontage, 200 miles of coastline, 14,000 campsites, and 1,500 miles of riding and hiking trails. Historical units included missions, forts, the gold discovery site at Coloma, Hearst San Simeon, Jack London's home, Bidwell Mansion, and many more. In addition, an entire new division, the Off-Highway Motor Vehicle Recreation Division, was added to the Department.



Bidwell Mansion State Historic Park

In 1983, a comprehensive report of the threats to natural and scenic values of the State Park System was com-

pleted. This report, *Stewardship 1983*, led to funding for major resource management efforts. Between 1984 and 1993, \$21 million was expended through the Natural Heritage Stewardship and Statewide Resource Management programs, resulting in restoration and protection of California's diverse natural and cultural heritage.



Tule Elk State Reserve

California State Parks began the 1990s with 275 park units, 280 miles of coastline, 625 miles of lake and river frontage, nearly 18,000 campsites, 3,000 miles of hiking, biking and equestrian trails, and 450 miles of off-highway vehicle trails on nearly 1.3 million acres. California State Parks represents the most diverse natural and cultural heritage holdings of any land managing agency in California. These lands support a stunning array of the state's landscape provinces, environmentally sensitive habitat areas, threatened species, ancient Native American sites, and historic facilities. With almost 25 percent of California's magnificent coastline under its care, the California State Parks manages the state's finest coastal wetlands, estuaries, and dune systems. At the same time, the demands of more than 30 million Californians for recreational opportunities are increasing.

Over 70 million visits annually were made to California's state parks in recent years, most occurring between mid-May

and mid-September, stressing the infrastructure of the Department, an infrastructure supported by an archaic bureaucratic structure which was slow in responding to the needs of the citizens it served. Districts reported to Regions, which, in turn, reported to Sacramento Headquarters.

It was in this context that then Director Donald Murphy created the Phoenix Committee to evaluate the structure of California State Parks and to make recommendations for change. The Phoenix Committee's sweeping recommendations were fully implemented. A layer of the Department's reporting structure (Regions) was eliminated, and the 55 Districts were consolidated into 23. Along with the consolidation came delegated responsibility, which allowed the Districts to immediately respond to the needs of their constituency. Modern business management practices were implemented soon after the reorganization was completed.

These efforts were recognized in 1994, 1995, and 1997 when California State Parks became the first state agency to be awarded the coveted Eureka Award for Quality and Service. The awards were milestones for the Department. They demonstrated that government could be responsive to the people, effectively carry out its Mission, and improve.

The period from 1994-1997 also saw the Department identify its core programs in a reassessment of its entire operation and structure. The adoption of performance budgeting, as one of four pilot departments, has allowed for effective performance management based on those core programs. In addition, several units within the Department were transferred to local jurisdictions as

part of its operational assessment. At the same time, critical parkland such as Grey Whale Ranch in Santa Cruz County and the coastal areas of Fort Ord in Monterey County were added to the State Park System. Today, there are 264 units within the State Park System.

During this same period, volunteerism hit an all-time high with 14,000 volunteers providing nearly 1 million hours of time to California State Parks. Interpretation and education remain core programs within the Department as it meets its commitment to *The Seventh Generation*.

With the election of Governor Gray Davis in 1998 and the resulting appointment of Rusty Areias as Director, California State Parks received positive support and attention from the new Administration and the State Legislature. As an example, funds for maintenance of the state park infrastructure, which had been neglected for a decade, were made available at record levels. California State Parks is poised to enter the 21st Century with new challenges and significant support to meet those challenges.



Castle Crags State Park

II

Statute

The legal charter of California State Parks, as required by the Public Resources Code, and the California Code of Regulations, among others, calls for it to: "...administer, protect, provide for recreational opportunity, and develop the State Park System; to inter-

pret the values of the State Park System to the public; to operate the Off-Highway Motor Vehicle Recreation Program; to administer the California Historical Resources Protection Program; and to administer federal and state grants and bond funds to local agencies."



California State Capitol Museum

III

Mission, Values, Vision, Core Programs, and Outcomes:

The Pathway to the Seventh Generation



Hearst San Simeon State Historic Monument

Understanding our mission and committing to achieving it are essential elements for our success. The following text clearly outlines the mission, values, vision, core programs, and outcomes of California State Parks so that everyone can reach a common understanding of the future to which we aspire.

Our “**Mission**” statement describes why we exist and what we do.

Our “**Values**” are statements that express the enduring ideals, or shared beliefs, that we will always hold true. Identifying these beliefs is of the utmost importance to us, for they will guide us on the road to achieving our vision.

Our “**Vision**” outlines what California State Parks will be like in the future. By having a clear image of the ideal future,

we can marshal our energies to shape that future.

Our “**Core Program Areas**” are the essence of our business and are directly linked to the Mission of California State Parks. Each core program area, in turn, has identified outcomes (formerly called goals).

Our “**Outcomes**,” which are supported by outcome measures directionally driven by this *Seventh Generation* document, describe our immediate strategy as we enter a new century. Our Memorandum of Understanding (MOU) with the California State Legislature is based on these outcomes.

Mission:

To provide for the health, inspiration, and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high-quality outdoor recreation.

Values:

Integrity

We will be honest, ethical, keep our promises, and adhere to the letter and spirit of the law. We will perform the public's business in an honest and forthright manner.

Environmental Respect

We respect the intrinsic values of both the natural and cultural environment, and believe that their preservation is essential to our health and to the definition of the California identity.

Cultural Diversity

We value cultural diversity. Similar to biological diversity, cultural diversity is one of California's most valuable resources, contributing to the state's cultural and economic vitality. We not only value cultural diversity, we realize that a diverse workforce will place us in a powerful position in the future by enabling us to communicate with all peoples. We believe in the right of Californians to have access to California State Parks.

Continuous Improvement and Innovation

We believe that our system of service delivery can always be improved, and we will work at effecting that constant improvement. We conduct business efficiently and economically.

Employee Involvement

We value our employees and respect each one as a full partner in achieving our goals. Our dedicated employees are our greatest assets. We believe that each employee is empowered to act, to treat everyone with respect and dignity, and to grow. We value employee creativity and acknowledge that creativity means taking risks and learning from our mistakes. We are members of cohesive teams working toward the achievement of the Department's mission.

Partnerships

We believe our organization shares the goals of other public, private, and non-profit organizations. Through collaboration, we can ensure appropriate use of resources, maximize fund development, and provide needed public services.

Communication

We are more effective when information flows freely, teamwork is encouraged, and employee contributions are recognized. We must communicate effectively if we are to carry out our mission and achieve what we have envisioned.

Leadership

We believe that in order to fully succeed in our mission and to achieve our vision and goals, we must provide leadership to the public we serve.

Vision

We seek to create a department that will:



Mount San Jacinto State Park

Provide statewide leadership to ensure that California's recreation and heritage-preservation needs are met fully and efficiently.

We recognize that the future of California's parklands and California State Parks is intertwined with the success of other agencies that share our goals. We will, therefore, play an

active role in shaping public policy and support for California's present and future parklands.



Pismo State Beach

Preserve and interpret the natural and cultural resources of the system, unimpaired for present and future generations, and meet its broader preservation mandates.

We will base our resource management decisions on sound technical data, supported by research, policy and law, as well as a clear understanding of the desires of the public.

Respond to the needs of the people we serve by developing and maintaining facilities, programs and information aimed at providing accessible, high-quality recreational experiences for state park visitors.

We will support efforts that meet the visitor's needs and assist in enhancing the visitor's park experience and governmental partnerships to meet this aim. We will seek opportunities that provide active, as well as passive, recreational opportunities using sound conservation practices while responding to the desires of a changing population.

Invest in its employees; value their diversity, and develop a quality, motivated team.

Our organizational culture is made up of two components: the structure and framework of our Department, as well as the spirit and feeling of our people. With this in mind, we are an organization that is recognized for the empowerment of individuals; is based on open, honest communication; is focused on continuous improvement; and is committed to equal employment opportunity in its diverse, effective, creative, and highly-motivated workforce.

Acknowledge financial responsibility.

We can accomplish financial stability by optimizing funding opportunities and by creatively seeking new sources of income. At the same time, we will be responsible in our expenditures of the public's funds.

Act to anticipate the future.

In order to survive in the future and in order to meet the inviolable charge stated in our mission, we must continually reevaluate our strategy, manage conflict, and deal with and promote change.

Provide outstanding customer and public service.

We will meet and exceed the expectations that Californians have of California State Parks. We will do so by continuously surveying California's park and recreation needs in order to provide a comprehensive system of well-designed recreational facilities, inspirational and informative interpretive and educational programs and high-quality information and visitor services, and modeling the use

of sustainable technologies in our operations.

Core Program Areas

Resource Protection

Activities related to the management and perpetuation of the natural and cultural resources of California State Parks.

California State Parks is a steward to some of the most pristine ecosystems in the world. With the role of stewardship is the responsibility to preserve and protect these natural treasures in their most preferred state. California State Parks is also host to some of the most significant historic, cultural, and archeological sites and structures in California. Preserving and protecting these priceless cultural assets is another cornerstone of the Department's mission.

Education/Interpretation

Activities related to the interpretation of park resources and the education of park visitors and the public at large.

Education is essential to the preservation of the State Park System. Through interpretive and educational programs, the public gains appreciation and insight into California's natural and cultural riches. Through leadership and example, the Department will mentor practices, which will help to sustain these riches into the future.

Facilities

Activities related to the maintenance of facilities, systems, roads, and trails in California State Parks.

Key to the existence of its natural and cultural resources and central to the delivery of its recreational services the development and maintenance of facilities is an essential element to the Department's mission. Without attention to infrastructure, the integrity of the State Park System would be jeopardized as well as the state's fiscal interest in its holdings.

Public Safety

Activities related to the public safety, emergency services, and law enforcement in California State Parks.

Along with its role of resource protection, the Department provides public safety services. The Department deploys peace officers (rangers and lifeguards) who provide law enforcement, resource patrol, and protection to the public in the form of aquatic safety, protection from wildlife, and emergency



services *Mon Lake Tufa State*

Recreation

Activities related to the provision of recreational activities and programs for visitors to California State Parks.

It is inherent in the state park mission and legislative mandate to provide recreational opportunities and experiences to the public. Additionally, surveys have consistently shown that Californians feel

that outdoor recreation areas and facilities are essential to their quality of life. In some cases, recreational experiences are provided directly, such as guided nature walks or guided ski tours, while in most instances, parks provide the opportunity for visitors to direct themselves in a wide assortment of outdoor-based activities like hiking, bicycling, horseback riding, off-highway vehicle

recreation, jogging, camping, and picnicking.

Outcomes

The outcomes for each core program and the measures of program accomplishment are contained in the "Memorandum of Understanding with the California State Legislature," available under separate cover.

Conclusion

Heritage, Destiny, Mission, Values, Vision -- powerful words which evoke the strength of California State Parks and its commitment to meet the future head on. Never has the challenge been greater; never has our conviction been stronger.

We will ensure that our administration continues to do its part to preserve and improve California State Parks for generations yet unborn

— *The Seventh Generation* —

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